

CHANGING COMPANY CULTURE IN ORDER TO SUCCEED

ABOUT KLEMENT SAUSAGE CO., INC. Klement's Sausage Company, Inc. produces sausages, and meat and deli products based on Old World recipes. Founded in 1956, Klement built its business through three generations of family ownership. It offers a line of meat snack products and snack sticks; fresh products, pre-cooked products, snack items, and deli products; and ham, turkey, and roast beef products.

In May 2014, the family sold the business to Altamont Capital Partners, a private equity group based in Palo Alto, California, when a fourth-generation leader didn't emerge. Under Altamont's ownership, Klement operates as part of Tall Tree Foods, which consists of four geographically diverse sausage manufacturers. Klement employs more than 350 people at two plants on Milwaukee's south side and its corporate headquarters in downtown Milwaukee.

THE CHALLENGE. Klement's new owners and newly appointed top-level executives soon realized the company was using old-school methodologies and few standard operating procedures. A decision was made to embark on a cultural transformation based on continuous improvement and leadership development. As part of that transformation, Klement turned to the Wisconsin Manufacturing Extension Partnership (WMEP), part of the MEP National Network, for assistance.

MEP CENTER'S ROLE. The WMEP's work with Klement began with a focus on Six Sigma. A group of 20 supervisors went through formal Six Sigma training, which involved six separate projects.

Klement and the WMEP worked together on energy-related projects, including the Milwaukee Economy, Energy, and Environment program (ME3), which is a low-cost program to help manufacturers cut operating expenses while minimizing negative environmental impacts. Klement's leadership also leveraged the WMEP expertise to develop standard operating procedures.

"The WMEP has a structured approach to continuous improvement. It's more of a grassroots approach that says we are going to connect with people on the floor and we are going to help them understand these tools in a different way."

-Ray Deeter, Chief Operating Officer

RESULTS



\$1 million to \$1.5 million in savings



Allowed Klement's facilities to produce products for other Tall Tree sausage manufacturers



Created and implemented problem-solving tools



Improved profitability

CONTACT US



2601 Crossroads Drive
Suite 145
Madison, WI 53718



(608)729-4151



www.wicmp.org



WISCONSIN CENTER FOR
MANUFACTURING
& PRODUCTIVITY